

-Command failed to emphasize safety, especially as it relates to heat exposure. Senior leaders were well aware almost 50% of the soldiers in the state had not passed APFT (Army Physical Fitness Test) which made all of those soldiers more susceptible to heat related injuries.

-Command knowingly put mission first in a training environment and allowed training to continue when regulations dictated otherwise. Mission does come first in battle but not in training.

-Command required notification of a death as one of the Commanders Critical Information Requirements (CCIR), why wasn't prevention as high of a priority?

-Command failed to enforce mandatory hydration practices.

-Command failed to follow established protocols in relation to Wet Bulb readings

-Questions to ask, were risk assessments completed before training began? Was protective clothing considered in the risk assessment? Why could training not be delayed? What guidance was provided from the highest level as it related to safety and mission completion?

-If the training posture changed as a result of the tragedy, why was it not in-force prior to the event?

There are many more issues to address but heat related deaths are unacceptable as they are too easily avoided when soldiers are put first and not the mission.

Responsibility starts at the highest level as that is where the safety message and guidance should come from first. The higher the rank usually means a larger ego and thus the desire to not accept the responsibility of their lack of leadership. Once again, more consideration is given to careers than taking care of soldiers.

Major General Mark Berry

Adjutant General

Brigadier General Gregory Bacon

Deputy Adjutant General

Colonel Michael Spraggins

39<sup>th</sup> Brigade Commander

Lieutenant Colonel Gib Richardson

39<sup>th</sup> Brigade Support Battalion



May God continue to wrap his arms around your family and provide comfort and strength in the days and years ahead. Thank you for supporting and loving your soldier.

-God Bless-

Army Inspector General 800-752-9747.

Congressman Bruce Westerman 870-526-8178

Both Senators represent the entire state

Senator John Boozman 202-224-4843 (state office run by retired National Guard officer)

Senator Tom Cotton 479-751-0879